



## ***Chapter 5:*** Guiding Framework

## **5.0 Guiding Framework**

The City of Wenatchee’s vision, mission, goals and objectives and strategic actions for parks, recreation and the arts form the foundation for the comprehensive plan and create a guiding framework for planning and decision-making.

Goals and objectives are essential to the preparation and implementation of the plan. They help to establish a clear direction and provide a basis for evaluating the progress of implementing the plan.

### **5.1 Vision**

The Parks, Recreation and Cultural Services Department collaborates with partner organizations to provide innovative and high-value parks, facilities, programs and services that promote an engaged and healthy community.

### **5.2 Mission**

The mission of the Parks, Recreation and Cultural Services Department is to build a great community through it’s’ people, parks, and programs. The mission reflects two overarching principles. First, the community is the owner of the facilities and services the department provides. The mission also includes a commitment to managing and expanding the community’s arts, parks and recreation resources, including conservation of natural resources and support the City’s economic vitality. The outcome is a consistent effort to create a great community—one that is vibrant, healthy, and strong.

The City Council established an Arts, Recreation and Parks Commission to provide guidance and advice to the Department and Council. It’s mission to encourage projects and programs that contribute to the quality of life in Wenatchee by advising the Mayor and City Council on the arts, recreation, parks, and city cultural heritage. The Commission strives to preserve, enhance, and protect open spaces and to enrich quality of life for present and future generations.

### **5.3 Community Outcomes**

The department’s vision of partnering with the community to provide innovative and high value parks, facilities, visual and performing arts and recreational programs and services that promote an engaged and healthy community resonates loudly in the outcome areas of:

- Strengthening community image and creating a sense of place
- Supporting economic development and tourism
- Fostering human development
- Protecting environmental resources
- Facilitating community problem solving
- Promoting health and wellness

- Increasing cultural unity
- Providing recreational experiences
- Increasing self-esteem and self-reliance

## 5.4 Goals and Objectives

The following section presents the goals (PRG), objectives (PRO) and strategic actions (SA) that have been developed as a result of the planning process. They are designed to achieve the community outcomes and satisfy the needs and desires of the community. These statements have evolved from the analysis of input received from Wenatchee resident's through the community survey and public meeting process, review and input from the Arts, Recreation and Parks Commission, incorporation of input received from recent planning efforts, analysis of national and local recreation trends and standards, and from an evaluation of existing community conditions, opportunities and needs.

The City will strive to achieve each goal by implementing a set of objectives with corresponding strategic actions. Progress on implementation of the Comprehensive Plan will be measured through the outcome-based performance measures. The goals are divided into five functional areas: Parks and Recreation Facilities, Habitat, Recreation Programs, Arts and Culture, and Organizational Development.

### 5.4.1 Parks and Recreation Facilities

#### General Goal:

Provide safe, clean and attractive parks and recreation facilities in adequate numbers and diversity distributed throughout the community now and into the future.

#### Program Goals and Objectives:



**PRG 1.0 Plan current and future parks and recreation facilities in a manner that is responsive to the site, accommodates future growth and balances the needs of the community.**

**PRO 1.1** Evaluate the impacts of new development projects on the City's parks, recreation and open space resources through the State Environmental Policy Act (SEPA) environmental review process, identify potential significant adverse impacts of the development, and take appropriate steps to mitigate any reduction in such services.

	SA 1.1.1	Develop procedures for protecting park and recreation lands and facilities from encroachment.
	SA 1.1.2	Evaluate establishment of park, trail or art impact fees or dedication requirements for new developments.
PRO 1.2		Designate publicly-owned trails and City-dedicated above-ground, access easements on private lands as primary or secondary trails and manage the use, maintenance, and operation of each trail accordingly.
PRO 1.3		Seek out agreements with utility providers for the use of utility easements for trail and trailhead purposes.
	SA 1.3.1	Chelan County.
	SA 1.3.2	Chelan County Public Utility District.
	SA 1.3.3	Irrigation District for use of the Highline Canal.
<b>PRG 2.0</b>		<b>Acquire and develop an interconnected system of multi-functional parks, trails, recreation facilities and open spaces that is attractive, safe and available to all segments of the City's population.</b>
PRO 2.1		Formalize policies and procedures for the acquisition and development of parks, natural areas, cultural sites and recreation facilities.
	SA 2.1.1	Review parks and recreation design standards and development policies as needed.
	SA 2.1.2	Establish written policies and procedures for the development of park and recreation land and facilities.

SA 2.1.3 Prepare and adopt historical, cultural and natural area management plans.

PRO 2.2 Place a priority on the revitalization and improvement of existing parks and recreation facilities.

SA 2.2.1 Provide Americans with Disabilities Act (ADA) access in at least 75% of all park areas.

SA 2.2.2 Replace picnic tables with vandal resistant tables and provide concrete picnic table pads in all parks. 25% of tables will be accessible in each park.

SA 2.2.3 Replace the Chase Park Play Equipment, replace lighting with pedestrian scale historic themed lighting, add access routes, add a accessible picnic tables and plant street trees.

SA 2.2.4 Replace wading pools with splash pads.

SA 2.2.5 Construct a restroom at Locomotive Park.

SA 2.2.6 Renovate Lincoln Park including adding two Youth Baseball Fields, one soccer field, a second picnic shelter, splash pad, replacing the play equipment, BMX Pump Track, ADA accessibility and landscaping.

SA 2.2.7 Develop a new Community Aquatic Center.

SA 2.2.8 Construct the Hale Park Phase Two Project including adding parking, walkways, skate area, play



equipment, picnic shelter and landscaping.

SA 2.2.9 Incorporate two skate areas into parks.

SA 2.2.10 Prepare a master plan and construct the Okanogan Street park site.

SA 2.2.11 Incorporate two pickleball courts into existing park areas.

SA 2.2.12 Develop 12.53 miles of paved trails.

SA 2.2.13 Develop 5.02 miles of unpaved trails and decommission non sustainable trails.

SA 2.2.14 Restore disturbed habitat areas on Saddle Rock.

SA 2.2.15 Implement Memorial Park master plan improvements.

SA 2.2.16 Install security cameras in high risk areas.

SA 2.2.17 Incorporate community gardens when possible in existing park areas and undesignated open space areas distributed throughout the community.



PRO 2.3 Provide parks, and recreation facilities to meet deficiencies and are locally unique in character, historically significant, interconnected, inclusive, accessible and financially feasible to maintain.

SA 2.3.1 Acquire 202.59 acres of Community Parks.

SA 2.3.2 Acquire 62.40 acres of Neighborhood Parks.

	SA 2.3.3	Partner with local conservation groups and governmental entities to develop two trail heads to provide access to the Wenatchee Foothills.
	SA 2.3.4	Acquire shoreline property when it meets current and future needs for public recreation access.
	SA 2.3.5	Develop viewpoints to provide visual access to the water where the topography prevents direct access.
PRO 2.4		Place priority on maximizing grants, alternative sources of funding, and inter-agency cooperative arrangements to develop the City's park, open space, and trail resources.
	SA 2.4.1	Work to secure long-term dedicated funding sources for the acquisition, development and maintenance of parks, natural areas and recreational facilities through annual budgeting, state and federal grants, matching funds, bonds, levies, donations, conservation easements, or creative site planning.
	SA 2.4.2	Investigate property transfer incentives for land donations or easements.
	SA 2.4.3	Collaborate with other agencies to pursue federal and state grants to acquire and protect open spaces, wildlife habitats and corridor connections to state and federal lands in Wenatchee's urban growth area.
	SA 2.4.4	Partner with private land owners to secure conservation easements,



implement landowner incentive programs and foster land trust donations.

PRO 2.5      Market and promote parks and recreation facilities and the Benefits of Parks and Recreation to residents and visitors of the community to increase awareness, donations, tourism and participation.

SA 2.5.1      Utilize social media, the city web site, free and paid advertisements whenever possible.

PRO 2.6      Coordinate park planning, acquisition and development with other City projects and programs.

PRO 2.7      Develop partnerships with other agencies to meet the demand for parks and recreational facilities in the City.

SA 2.7.1      Work with the Wenatchee Row and Paddle Club to assist as is feasible for the development of non-motorized boating facilities.

**PRG 3.0      Maintain parks and recreation facilities in a manner that is responsive to the site, and balances the needs of the community with available funding.**

PRO 3.1      Actively seek out alternative funding sources for the development and maintenance of parks, natural areas and recreation facilities.

PRO 3.2      Continually seek operational efficiencies to ensure that parks and recreation facilities are provided to the community in the most cost effective manner possible.

SA 3.2.1      Coordinate special park projects using volunteers (i.e. youth job corp., real estate agency adopted community projects, service clubs) annually.



	SA 3.2.2	Implement facility improvements which result in long term operational cost savings.
PRO 3.3		Ensure that park and recreation facilities are used, operated, and maintained in a manner that is consistent with site-specific and regional natural systems.
	SA 3.3.1	Prepare maintenance and operations plans for management of parks, natural areas and recreational facilities.
	SA 3.3.2	Prepare comprehensive preventive maintenance plans that incorporate a preventative program for each area that includes regularly scheduled systematic inspections and detailed safety checks.
	SA 3.3.3	Maintain park and recreation facilities in a manner to make them safe, attractive, and a positive part of the neighborhood.
	SA 3.3.4	Establish a depreciation and replacement schedule for all park and recreation capital assets.
	SA 3.3.5	Complete regular reviews of legal requirements related to facilities, such as licenses, sanitary regulations, fire laws, and safety measures, and inspections of adherence thereto.
	SA 3.3.6	Prepare written, environmentally sound policies and procedures that are integral to all operations.

## 5.4.2 Habitat

### General Goal:

Habitat areas in and around Wenatchee are a well-managed community resource that are home to healthy wildlife populations supported by a diversity of native plants and natural lands.



### Program Goals and Objectives:

#### **PRG 4.0      Guide development to appropriate areas to minimize conflict while adequately meeting the needs of the growing community.**

**PRO 4.1**      Encourage infill and growth in minimum conflict areas at lower elevations surrounding the foothills through incentive-based programs.

**SA 4.1.1**      Investigate the feasibility of implementing a Transfer of Development Rights Program with Chelan County.

**PRO 4.2**      Protect the natural integrity and function of steep slopes, drainages and other areas to minimize risks to community health and safety.

**SA 4.2.1**      Review and support City critical area standards to direct growth to appropriate areas, emphasizing the protection of steep slopes and the maintenance or enhancement of critical area functions and values.

**PRO 4.3**      Implement development strategies and interagency agreements to minimize risks to community health and safety from wildland fires.

**SA 4.3.1**      Support requirements for the provision of wild land fire protection routes and defensible space

requirements in new development in the urban interface zone.

PRO 4.4 Support the expansion of infrastructure to meet growth demands in appropriate areas and to protect community and environmental health and safety.

SA 4.4.1 Encourage new subdivisions and development near the foothills to provide access points and connections to the foothills trail system.

SA 4.4.2 Encourage the use of clustered development and other innovative designs that aim to preserve the functions of critical areas and further public safety.

SA 4.4.3 Provide support to ensure that development in designated critical areas adequately mitigates potential negative impacts associated with the specific conditions.

**PRG 5.0 Conserve a diversity and abundance of wildlife, habitat, and open-space features important to the ecological health of the area.**

PRO 5.1 Place priority on maximizing grants, alternative sources of funding, and inter-agency cooperative arrangements to develop the natural area system.

SA 5.1.1 Work to secure long-term dedicated funding sources for the acquisition, development, operations and maintenance of natural areas through annual budgeting, state and federal grants, matching funds, bonds, levies, donations, conservation easements, or creative site planning.

	SA 5.1.2	Investigate property transfer incentives for land donations or conservation easements, especially for open space and trails.
	SA 5.1.3	Collaborate with other public agencies and private non-profit conservation trusts, pursue federal and state grants to acquire and protect open spaces, wildlife habitats and corridor connections to state and federal lands.
	SA 5.1.4	Conserve critical habitat areas using a combination of incentives, best design practices, education, and regulations.
PRO 5.2		Formalize plans, policies and procedures for the acquisition, development and management of open space, recreation, access and habitat areas.
	SA 5.2.1	Identify important native plant, wildlife habitat, and noxious weed areas and prepare policies to address each.
	SA 5.2.2	Integrate emergency access and protection zones for wild fire response in natural area planning.
	SA 5.2.3	Prepare written, environmentally sound policies and procedures that are integral to all operations.
	SA 5.2.4	Identify and designate appropriate areas along the foothills as critical wildlife areas, providing additional protection measure with use supported by best available sciences.

	SA 5.2.5	Utilize best available science in developing policies and development regulations to protect the functions and values of critical areas.
	SA 5.2.6	Prepare risk management plans for each area and review it on a regular basis which encompasses analysis of risk exposure, control approaches and financial impacts.
	SA 5.2.7	Prepare and implement a fire management program for habitat areas that includes a fire fuels reduction strategy and the establishment of appropriate fuel breaks.
PRO 5.3		Place a priority on the revitalization, restoration and improvement of existing natural areas, trails and access points to prevent further degradation of critical habitat areas, improve sustainability and enhance flora and fauna.
	SA 5.3.1	Ensure that areas are used, operated, and maintained in a manner that is consistent with site-specific and regional natural systems.
	SA 5.3.2	Work with local non-profit agencies and other local organizations to coordinate restoration and enhancement activities.
	SA 5.3.3	Seek out grants, donations and volunteers to assist with restoration efforts.
	SA 5.3.4	Special priority should be given to conservation or protection measures necessary to preserve or enhance priority threatened or endangered species and habitats.

- PRO 5.4 Acquire natural areas, open spaces, access points and trails that are needed, locally unique in character, provide important wildlife or other habitat purposes, interconnected, inclusive, accessible and financially feasible to maintain.
- SA 5.4.1 Retain and protect as open space areas that provide essential habitat for rare, threatened or endangered plant or wildlife species.
- SA 5.4.2 Retain and protect as open space areas that provide habitat for fish and wildlife species, may serve as a corridor for wildlife movement, and may include and encourage public use for wildlife interpretation and observation.
- SA 5.4.3 Retain and protect as open space areas having a unique combination of open space values, including: separation or buffering between incompatible land uses; visual delineation of the City or neighborhood of the City; floodwater or storm water storage; storm water purification; recreational value; aesthetic value; and educational value.
- SA 5.4.4 Acquire shoreline property when it meets current and future needs for public recreation access.
- SA 5.4.5 Work with local public, private and non-profit trails supporters to seek and obtain local, state and federal funds to acquire and develop park facilities that broaden the trail opportunities and provide trailheads to local and regional trail links.

	SA 5.4.6	Place priority on protecting and restoring habitat functions and connectivity in sub watersheds ecosystems.
PRO 5.5		Develop partnerships with other public agencies and the private sector to meet the demand for habitat protection, and recreation.
	SA 5.5.1	Conduct regular meetings with public agencies, non-profit organizations and the private sector to improve coordination and collaboration to facilitate habitat protection and restoration efforts.
<b>PRG 6.0</b>	<b>Provide a sustainable system of trails, access points and amenities that supports multiple recreational uses now and into the future.</b>	
PRO 6.1		Build local capacity through funding and staffing to manage and develop a sustainable system of trails and amenities.
	SA 6.1.1	Pursue state, federal and local grant opportunities.
	SA 6.1.2	Enhance the volunteer program to provide natural area ambassadors and stewards.
	SA 6.1.3	Provide staffing to keep pace with demands of the parks system and desires of the community.
PRO 6.2		Improve management and oversight of the existing trail system.
	SA 6.2.1	Conduct regular meetings and work with local non-profit agencies and other local organizations to



coordinate maintenance and management activities.

PRO 6.3 Build community awareness of trail issues, etiquette, and user responsibilities.

SA 6.3.1 Distribute press releases through local media, Facebook page and other outlets.



SA 6.3.2 Seek out funding and provide educational signs at strategic locations designed to inform trail users of expectations.

SA 6.3.3 Provide information to potential users through participation in local fairs, assemblies and contacts with user groups.

SA 6.3.4 Assist with the design and implementation of standardized way finding and interpretive signing of the Foothills Trails system to provide increased service to visitors and emergency service response.

PRO 6.4 Reduce and minimize user conflicts in recreational areas used by the public.

SA 6.4.1 Increase educational efforts to improve understanding.

SA 6.4.2 Design trail corridors and amenities to separate divergent uses where possible to reduce conflicts.

PRO 6.5 Expand trail system in appropriate areas to meet user demand and improve connectivity between existing areas used by the public.

SA 6.5.1      Seek out and obtain grant funding to acquire and develop properties for trail purposes.

SA 6.5.2      Partner with local agencies and non-profit organizations to construct and manage new sustainable trails and decommission unsustainable trails to meet or exceed the level of service standard in the Comprehensive Plan.

PRO 6.6      Develop trail and trailhead improvements of a design and development standard that is easy to maintain and access by maintenance, security, and other appropriate personnel, equipment, and vehicles.



SA 6.6.1      Furnish trail systems with appropriate supporting trailhead improvements that include interpretive and directory signage systems, restrooms, drinking fountains, parking areas, security cameras, water and other services.

SA 6.6.2      Take advantage of opportunities for development of waterfront links, access improvements, shoreline restoration and river related activities.

**PRG 7.0      Build community understanding, awareness, support, and involvement in environmental education and habitat related matters to further community investment in and stewardship of natural resources.**

PRO 7.1      Foster a community that values, understands, and protects our environment, thereby sustaining a healthy and desirable place to live.

SA 7.1.1      Participate in education and involvement programs that raise public awareness about

environmental issues, advocate respect for the environment, and demonstrate how individual and cumulative actions directly affect our surroundings and to foster a better understanding of natural resources.

SA 7.1.2 Work in cooperation with other public agencies, local organizations, associations, departments, and groups in creating and carrying out environmentally related programs and outreach efforts.

SA 7.1.3 Pursue grants that will aid in creating a more sustainable and healthy community.

SA 7.1.4 Utilize social media, the city web site, free and paid advertisements wherever possible.

SA 7.1.5 Market and promote environmental education, habitat and trail use information and the benefits of parks and recreation to residents and visitors of the community to increase awareness, donations, tourism and participation.

PRO 7.2 Promote open lines of communication to staff and both internal and external customers through a variety of methods including written, meetings and other means.

SA 7.2.1 Prepare and provide educational materials regarding wildland fire, interacting with wildlife, noxious weeds and other information designed specifically for those living and visiting the urban interface zone.

- PRO 7.3 Foster environmental awareness in City departments by purchasing environmentally sensitive products, and promoting energy and water conservation, proper waste management and environmentally responsible modes of transportation.

### 5.4.3 Recreation Program Services

**General Goal:**

Offer diverse, high quality recreation programs regardless of age, gender, ethnicity or ability level in the most cost effective manner possible.

**Program Goals and Objectives:**



- PRG 8.0 Recreation programs and services shall be based on the conceptual foundations of play, recreation, and leisure; constituent interests and needs; community opportunities; agency philosophy and goals; and experiences desirable for clientele.**

- PRO 8.1 Prepare short and long range plans and policies to help guide the efficient provision of recreation programs to the community.

- SA 8.1.1 Prepare, adopt and utilize a recreation programming plan that includes both a long-range plan covering 3-5 years or more that is periodically reviewed and a current-year implementation plan.

- SA 8.1.2 Develop specific objectives, performance measures and outcomes and for programs or services.

- PRO 8.2 Programs shall provide opportunities in all program fields for various proficiency levels, ability, socio-economic levels, racial and ethnic backgrounds, ages,

and gender in accordance with the Department's mission.

SA 8.2.1 Collect participation data and develop a listing of programs to demonstrate how the Department provides for opportunities for various proficiency levels, socio-economic levels, racial and ethnic backgrounds, ages, and genders.

SA 8.2.2 Provide scholarships and other recreational partnerships to promote access to both City and community recreation services to Wenatchee residents that have barriers due to income.

SA 8.2.3 Proactively identify and extend programs and services to meet the needs of residents who may be underserved in the community. The methodology and data used for the identification process, description of specific barriers within the community that limit participation will be provided.

SA 8.2.4 Expand athletic programs to include non-traditional offerings.

SA 8.2.5 Expand youth and teen programs to meet the needs and desires of the community.

SA 8.2.6 Provide new special events which focus on community gathering, arts, music and culture.

PRO 8.3 Efficiently use the resources invested in publicly owned and operated recreation facilities including, but not limited to, City, County, PUD and School

District sites for the provision of recreation programs.

SA 8.3.1 Negotiate and develop formalized interlocal agreements and memoranda of understanding for the use of facilities.

PRO 8.4 Work with other recreation organizations to facilitate cooperative programming among the public, commercial, and nonprofit entities.

PRO 8.5 Market and promote recreation program opportunities and the Benefits of Parks and Recreation to residents and visitors of the community.

SA 8.5.1 Maximize use of local media, web based communications and distribution of print material to expand public awareness.

SA 8.5.2 Conduct regular surveys of customers and citizens to determine if desires and needs are being met.

PRO 8.6 Understand and plan for future needs and trends in recreation.

SA 8.6.1 Evaluate programs regularly and systematically based on stated program objectives.

SA 8.6.2 Collect aggregate program use, program cost/benefit, participant satisfaction levels and specific programmatic statistics for current evaluation and future program and service development.

SA 8.6.3 Involve participants in the development and modification of programs and services.

- PRO 8.7 Expand services to meet the needs of the community by securing alternative funding sources that will allow for staffing and the provision of programs.

#### 5.4.4 Arts and Culture

**General Goal:**

Develop a thriving arts environment, which is essential to quality of life, education, and the economic vitality for all of Wenatchee.



- PRG 9.0 Support the continued Development of Wenatchee through the Arts. Public art will be promoted as a way to honor residents, to beautify the local community, and to attract visitors, thus contributing to the economy.**

- PRO 9.1 Improve the capacity of local arts agencies to provide arts programs to benefit residents of the community.

SA 9.1.1 Award grants and supportive services to local arts agencies, which offer at least two of the following services: Arts-based community development programs for local residents; re-grants and fundraising services to local artists and arts organizations; serve as an information resource center for local cultural events, activities, and programs; facility management services; arts education; advocacy; arts presenting; or arts instruction.

SA 9.1.2 Provide technical assistance to the staff and board members of local arts agencies necessary for the development of their organizations and in support of community development.

SA 9.1.3 Develop a roster of emerging and



experienced artists and provide training opportunities through a combination of grants, workshops, commission, staff and technical assistance for community arts.

PRO 9.2 Improve community arts organizations access to information to improve local arts administration and programming.

SA 9.2.1 Promote interactive, resourceful, imaginative arts-based community development programming.

SA 9.2.2 Plan, organize and convene regional meetings for community arts organizations.

SA 9.2.3 Collaborate with partner organizations.

SA 9.2.4 Research benefits of public art in communities and develop and distribute literature to educate public officials and the community about benefits of public art.

PRO 9.3 Develop and sustain Commission partnerships that raise public awareness and increase support for community arts development.

SA 9.3.1 Encourage and assist the Chamber of Commerce, Community and Economic Development Department or other groups relative to sponsorship of economic-impact studies that describe the positive contribution of arts activities to the local economy.

SA 9.3.2 Encourage initiatives that document the arts' role in attracting visitors, new residents and new business

development.

SA 9.3.4 Develop a presence at non-arts conferences.

SA 9.3.5 Invite and provide opportunities for community leaders to participate in arts related programs and events.

SA 9.3.6 Contact and meet with legislators and provide information on the arts in Wenatchee.

Objective 9.4 Maintain a principle of community development through arts and culture.

SA 9.4.1 Work with the Community and Economic Development Department to integrate art and cultural issues into City planning.

SA 9.4.2 Identify opportunities for potential overlay zones and art and cultural districts to develop creative business clusters.

SA 9.4.3 Support the development of incubator or “alternative” spaces for small creative business to thrive.

SA 9.4.4 Promote spaces for local artists to develop and present their work.

SA 9.4.5 Support educational facilities and arts and culture organizations that foster an innovative environment in the city.

SA 9.4.6 Select a consultant to complete an Arts Economic Impact study.

**PRG 10.0      Improve the Capacity and Stability of Wenatchee Arts Organizations.**

PRO 10.1      Improve arts organizations' financial stability, as evidenced by such factors as year-to-year balanced budgets, elimination or reduction of deficits, strengthened reserves, and expanded financial support.

SA 10.1.1      Build the capacity of arts organizations by actively encouraging them to take advantage of grants to work with arts management professionals in the areas of strategic planning, board development, and financial management.

SA 10.1.2      Explore cooperative programming opportunities that benefits artists and arts organizations.

SA 10.1.3      Develop partnerships that can assist in strengthening the infrastructure of arts organizations.

PRO 10.2      Improve management and stability of arts organizations.

SA 10.2.1      Convene discipline-specific arts organizations for the purpose of networking, idea sharing and peer mentoring.

SA 10.2.2      Establish networks of communication among discipline-specific arts organizations and presenters through the expanded use of technology.

SA 10.2.3      Work to create and distribute an all-inclusive artist and artistic opportunities list with identified areas of expertise, locations,

materials and board members.

SA 10.2.5 Explore partnership opportunities and assist with the creation of a long term sustainability plan for the Art on the Avenues.

PRO 10.3 Increase opportunities for people with disabilities and persons “At Risk” to strengthen Wenatchee’s arts infrastructure and reduce negative activity.

SA 10.3.1 Improve the work force stability for artists with disabilities and persons “At Risk” by encouraging their involvement at the planning stages of arts-based projects.

SA 10.3.2 Improve work force stability for arts organizations by encouraging them to use the skills of artists with disabilities and persons “At Risk”.

SA 10.3.3 Incorporate arts related programming for artists with disabilities and persons “At Risk.”

**PRG 11.0 Develop community arts programs that provide increased opportunities for public participation**

PRO 11.1 Increase opportunities for people of different social and cultural backgrounds to come together and participate in community arts programs.

SA 11.1.1 Promote cultural tourism opportunities.

SA 11.1.2 Encourage local and regional presenting organizations to block-book one artist or performance group to present throughout the region.

SA 11.1.3 Explore the feasibility of creating an

Arts Market and other community events sponsored by the City.

SA 11.1.4 Establish arts programs and services that offer participants opportunities for broader and deeper experiences over time.

SA 11.1.5 Encourage local partnerships so that community arts groups will offer programs and services.

SA 11.1.6 Recruit non-arts, community organizations, such as community development corporations, and child-care facilities, for community arts programs.

SA 11.1.7 Increase accessibility to programs and services by promoting local arts programs and services through an easily accessible calendar that is updated on a regular basis.

PRO 11.2 Ensure City programs and services are accessible to all people.

SA 11.2.1 Ensure that all programs and facilities are conducted in accessible locations and are affordably priced.

SA 11.2.2 Remove physical and social barriers to art program participation. Make specific efforts to eliminate practical and perceptual obstacles that limit participation especially among “At Risk”, disabled, and diverse populations.

**PRG 12.0 Strive to support artists through recognition programs, grants, promotion, information and training.**

PRO 12.1 Recognize Wenatchee artists for their work.

- SA 12.1.1 Promote regional and national literacy, musical and visual art competitions to Wenatchee artists.
- SA 12.1.2 Provide awards to Wenatchee artists in recognition of outstanding achievement.
- PRO 12.2 Advance public visibility and understanding of Wenatchee artists and their work through public relations and other efforts.
  - SA 12.2.1 Publish and distribute a Wenatchee artist roster.
- PRO 12.3 Provide opportunities for Wenatchee artists to receive professional development training.
  - SA 12.3.1 Recruit and provide technical assistance for Wenatchee artist roster applicants.
  - SA 12.3.2 Offer grants and other opportunities to Wenatchee artists.
- PRO 12.4 Wenatchee artists are involved in traditional and non-traditional partnerships.
  - SA 12.4.1 Include artists in the planning and implementation of art programs and special initiatives.
  - SA 12.4.2 Work with artists to encourage collaborations in non-traditional venues such as the corporate and medical arenas.
  - SA 12.4.3 Provide artists with information and access to training on the growing application of arts in healthcare.

**PRG 13.0      Provide Opportunities for Artists**

PRO 13.1      Increase the number of opportunities for artists to create, publish, exhibit, distribute and perform their work, so that it can be experienced by a larger community, including City, national and international audiences.

SA 13.1.1      Develop a web gallery of local area artists with space for visiting artists.

SA 13.1.2      Develop programs, events and gallery opportunities for artists to display or perform their works.

SA 13.1.3      Provide for exhibition opportunities for visual artists.

PRO 13.2      Assist artists in connecting with agents, galleries, publishers, distributors and others who can expand their markets and provide access to more commissions, sales and bookings.

SA 13.2.1      Act as a resource for the arts by developing a roster of galleries, publishers, distributors and others and making it available to artists.

**PRG 14.0      Develop and Enhance Collaborative Efforts.**

PRO 14.1      Promote mutually beneficial business and arts partnerships.

SA 14.1.1      Stimulate creative collaborations within individual arts disciplines and between disciplines in the arts community that will increase cooperation, enhance impact and make most efficient use of limited resources.

SA 14.1.2      Pursue arts partnerships especially those involved in tourism, economic



development, community health, preservation, recreation and others with whom the arts find productive intersections.

SA 14.1.3      Develop new models of patronage that engage artists and arts organizations with nonprofit and private sector organizations and individuals in on-going relationships as well as specific projects.

SA 14.1.4      Promote public understanding of the capacity of the arts for "community-building," for breaking down barriers between demographic or social groups and neighborhoods.

**PRG 15.0      Provide opportunities to expand knowledge and communication.**

PRO 15.1      Develop effective networks and regular opportunities for exchange of information within the Wenatchee arts community and with others outside that community.

SA 15.1.1      Provide for exhibition opportunities for visual artists.

PRO 15.2      Continue development of internet-based information tools for artists and arts organizations.

SA 15.2.1      Update the City calendar of activities and social media sites on a regular basis.

SA 15.2.2      Update, inspect and maintain the city public art collection on an annual basis and post information about the inventory on the city website.

PRO 15.3      Consider development of a proactive program to educate business and other non-arts community

leaders Citywide relative to the many benefits that are served by a robust arts community.

SA 15.3.1      Develop an Arts, Recreation and Parks Commission logo and publication design standards, so that published communications have a consistent look and feel.

SA 15.3.2      Invite the public to participate in the creative process through press releases and programs.

**PRG 16.0      Provide art in public places.**

PRO 16.1      Promote and facilitate the acquisition of works of art integrated into public places.

SA 16.1.1      Acquire a minimum of one piece of public art, following the art selection criteria, to add to the city's collection per year as funding allows.

PRO 16.2      Manage the City Percent for Art program as part of a larger public art program.

SA 16.2.1      Promote the importance of commissioning art in public places.

SA 16.2.2      Facilitate the expeditious and equitable selection and commissioning of works of art in public spaces.

SA 16.2.3      Develop an annual work plan and budget for the public art inventory, maintenance, protection, and documentation.

SA 16.2.4      Encourage use of City buildings and lands for art shows, competitions and other suitable arts events.

## 5.4.5 Organizational Development

### General Goal:

Create a dynamic, professional organization committed to an ongoing process of innovation.

### Program Goals and Objectives:



**PRG 17.0** Recruit, select and retain volunteers and staff members that represent the City of Wenatchee in a favorable manner and exhibit the professional skills reflected in the values of the City including: creativity, excellence, passion, integrity and service.

**PRO 17.1** Recruit, select, supervise, provide training, opportunities and support to volunteers.

**PRO 17.2** Develop and implement sustainable support for the plan with adequate staffing levels to manage the program effectively.

**SA 17.2.1** Create an in-service training function that includes a written outline of the training programs offered that is evaluated, updated, and reviewed annually.

**SA 17.2.2** Staff participates in at least two seminars or classes per year.

**SA 17.2.3** Staff attends the Washington Recreation and Park Association Annual Conference.

**SA 17.2.4** Staff is trained in First Aid, CPR and Blood Borne Pathogens.

**SA 17.2.5** The Pool Manager attends the Aquatic Facility Operator Course.

	SA 17.2.6	Aquatic staff maintains current Water Safety Instructor and Lifeguarding certifications.
	SA 17.2.7	At least one Park Maintenance staff member is a National Playground Safety Inspector.
	SA 17.2.8	Professional personnel should be active members of their professional organization.
PRO 17.3	Strengthen relationships within community groups and organizations.	
	SA 17.3.1	Act as the primary coordinator for the Arts, Recreation and Parks Commission.
	SA 17.3.2	Serve as the Department representative to the Wenatchee Valley Sports Council.
	SA 17.3.3	Formalize relationships with other community organizations that outlines roles and responsibilities.
PRO 17.4	Ensure that volunteer and staff efforts are recognized and appreciated.	
	SA 17.4.1	Develop and implement a formalized a volunteer recognition program.
PRO 17.5	Promote open lines of communication to staff and both internal and external customers through a variety of methods including written, meetings and other means.	
	SA 17.5.1	Conduct staff work plan meetings on an annual, bi-annual or as needed basis to evaluate progress.
PRO 17.6	Develop organizational policies and procedures.	

	SA 17.6.2	Prepare policy and procedure manuals for all departmental functions and review and update as needed.
	SA 17.6.3	Prepare and update a comprehensive security plan which addresses all major park areas, programs, buildings and facilities.
	SA 17.6.4	Develop a large-scale event traffic, parking and crowd control plan and procedure that is coordinated with the Police Department.
PRO 17.7		Provide staffing to keep pace with demands of the parks and recreation system and desires of the community.
	SA 17.7.1	Advocate for the hiring of an Arts/Special Events Coordinator to be a full-time, City-funded position.
	SA 17.7.2	Advocate for the hiring of an Aquatics/Athletics Recreation Coordinator to be a full-time, City-funded position.
	SA 17.7.3	Prepare a succession plan to ensure the continued effective performance of the organization by making provisions for the development and replacement of key personnel over time.
	SA 17.7.4	Hire contractors as required.
PRO 17.8		Increase awareness of community giving opportunities.

	SA 17.8.1	Partner with and promote the Wenatchee Valley Sports Foundation.
PRO 17.10		Build the Arts, Recreation and Parks Commission's capacity to implement the comprehensive plan.
	SA 17.10.1	Provide orientation to the City for new Commissioners.
	SA 17.10.2	Develop and provide a "Commissioners Handbook" to Commissioners.
	SA 17.10.3	Engage Commissioners in active advocacy of stakeholders and public officials.
	SA 17.10.4	Provide training opportunities for Commissioners.
	SA 17.10.5	The Commission work to strengthen and enhance relationships with City legislators and policy makers.
	SA 17.10.6	Publish quarterly newsletter contingent upon funding.
	SA 17.10.7	Publish annual report for the Commission to present to the City Council no later than January 15 for the previous year.
	SA 17.10.8	List Commission membership in local, national and regional service organizations.
	SA 17.10.9	Participate in regular interviews on radio, television and print media outlets.
	SA 17.10.10	Promote programs and services at booths at local school fairs and other

gatherings and presentations to service clubs and partner organizations.

SA 17.10.11 Assist the City Council by developing a roster of Commission candidates that represent the city's geographic and racial diversity and bring arts expertise.

SA 17.10.12 Regularly provide reports and attend City Council meetings to support departmental related proposals and projects.

PRO 17.11 Implement the comprehensive plan.

SA 17.11.1 Annually, the Parks, Recreation and Cultural Services Director will report to the Commission of progress on achieving planned outcomes.

SA 17.11.2 Link work plans and performance budgeting to the comprehensive plan.

SA 17.11.3 Devote a portion of each Arts, Recreation and Parks Commission meeting to monitoring progress on one or more objectives of the comprehensive plan.

SA 17.11.4 Create a new six-year comprehensive plan in 2024.

SA 17.11.5 Create and implement an easily maintained annual work plan system.

SA 17.11.6 Sustain or increase legislative appropriations to implement the plan through the budget process.

SA 17.11.7 Research opportunities to increase



special funds through private donations and other special initiatives.

SA 17.11.5 Research feasibility of establishing a Wenatchee Endowment for the Arts to supplement City/federal funding for grants and special projects.

SA 17.11.6 Budget so that there are available discretionary funds to address unforeseen opportunities or problems that will accomplish long-range goals.

SA 17.11.7 Research and apply for federal, state, local, foundation and private funds to aid in the financial support of the comprehensive plan.

SA 17.11.8 Explore the feasibility of franchising.

SA 17.11.9 Explore feasibility of establishing a 501(c) 3 non-profit or similar entity to support departmental services.

